

Overcoming Communications Barriers in Boards and Committees



**Donna C. L. Prestwood
Paul A. Schumann, Jr.
Glocal Vantage, Inc.
and
Richard Grant
Consulting Psychologist
Austin, TX**

If this article is of use to you, then you would also find The Innovation Road Map Magazine of benefit. Subscriptions to this quarterly e-zine are \$29.95/yr. Go to www.theinnovationroadmap.com/Magazine.html to find out more about the magazine and to subscribe.

You will probably also enjoy our free blog on innovation at www.theinnovationroadmap.com/Travelogue/blogger.html.

If you want to keep up with current events related to innovation, sign up for our free monthly newsletter. Go to www.theinnovationroadmap.com web site home page and scroll down until you see the button to subscribe.

If you need educational or promotional products related to innovation, visit our store at <http://store.yahoo.com/innovationroadmap>. There you will find t-shirts, coffee cups, posters, calendars, books, videos and a way to subscribe to The Innovation Road Map Magazine.



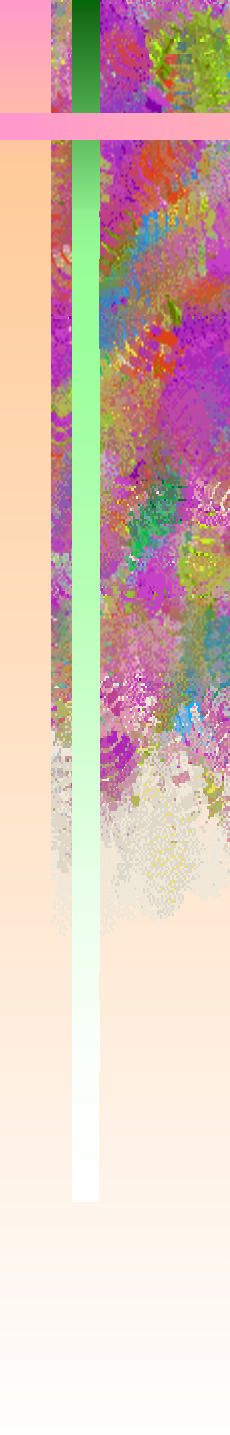
Outline

- **Introduction**
- **Personality Type**
- **Knowledge and Values**
- **Summary**



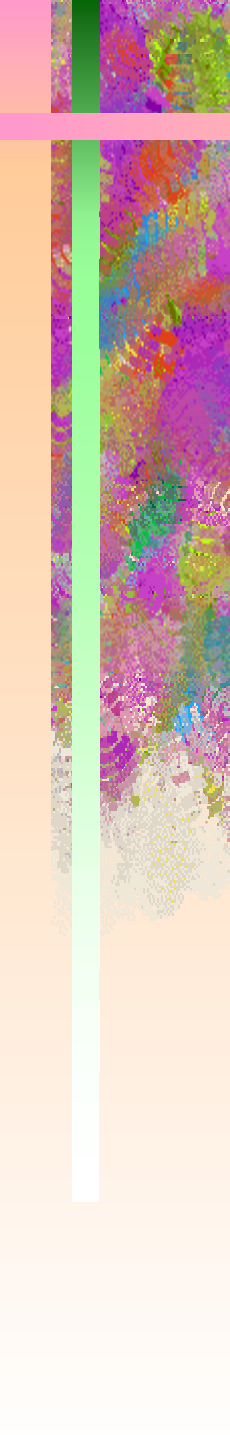
Objectives

- **Demonstrate The Importance of Personality Type and Shared Values in Effective Communication**
- **How to Evaluate the Benefits of Different Communication Styles in Individual and Team Networks**
- **Ways to Increase Creativity in Communication by Building on Shared Knowledge and Values**
- **How to Develop Communication Strategies for Different Individuals and Variable Internal and External Environments**



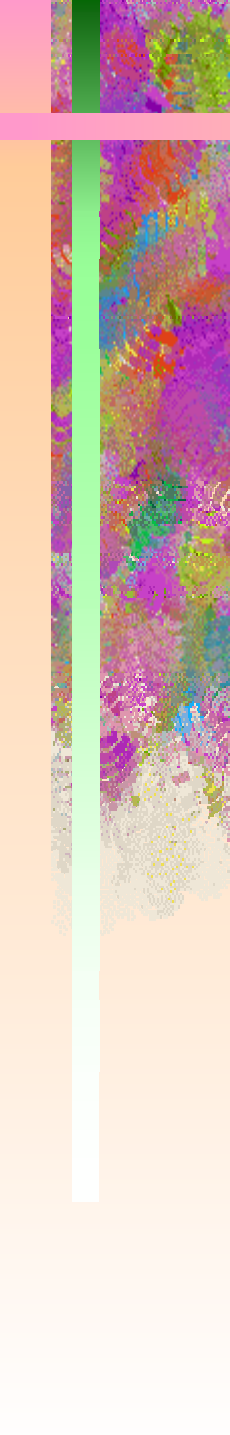
Factors in Communications

- **Personality Type**
- **Knowledge**
- **Values**



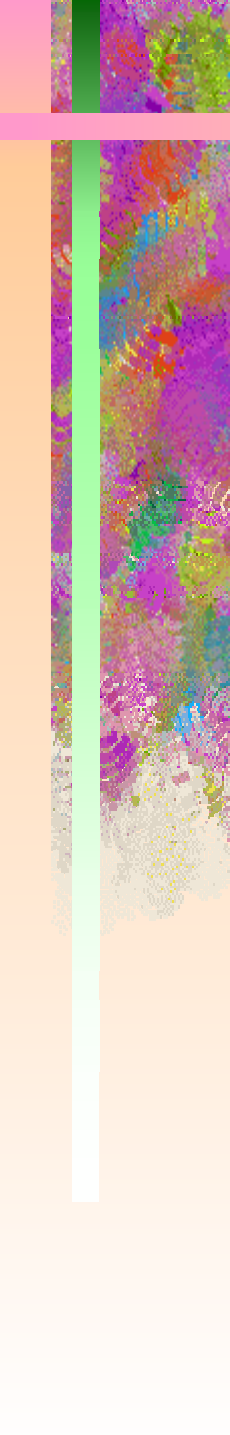
What Are Psychological Type Preferences?

- **Like Right-handedness and Left-handedness, they are inborn and predispositions, not abilities**
- **Based on the Work of Carl Jung, Katharine Briggs and Her Daughter, Isabel Briggs Myers, are Assessed Through the Myers-Briggs Type Indicator**



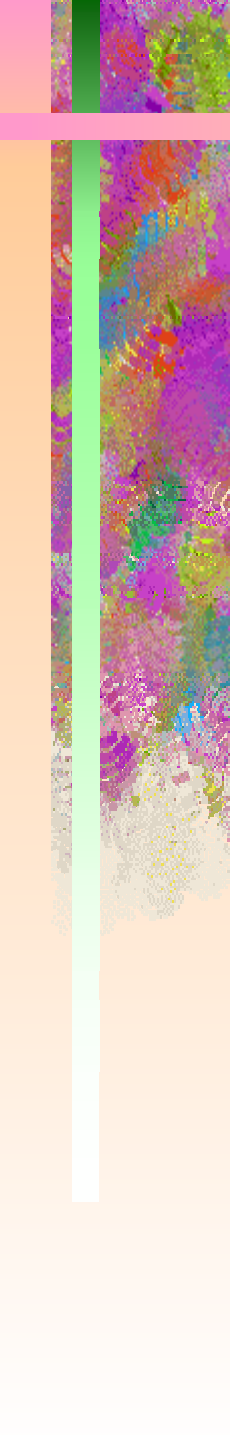
What Are Psychological Type Preferences? (cont.)

- **Indicate Preferences on Four Scales:**
 - **Extraversion - Introversion (Energy Style)**
 - **Sensing - Intuition (Perceiving Style)**
 - **Thinking - Feeling (Decision-making Style)**
 - **Judging - Perception (Lifestyle)**
- **Directly Affect Not Only Communication But Assumptions About Communication**



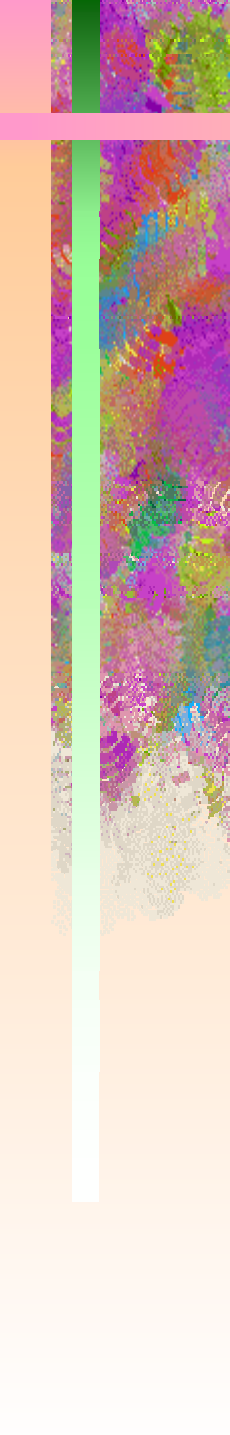
Application of Psychological Type Preferences to Communication In Horizontal Organizations

- **A Knowledge of My Psychological Type Preferences:**
 - **Documents the “Operating System” in Human Communication**
 - **Helps Me Personalize My Approach to Technical Communication and Organizational Values**
 - **Helps Me Develop Rapid Rapport With Cross-functional Team Members**
 - **Makes Teams Synergistic Instead of Simply Additive; I Can Systematically Access Viewpoints and Strategies Different From My Own According to Type Preferences**



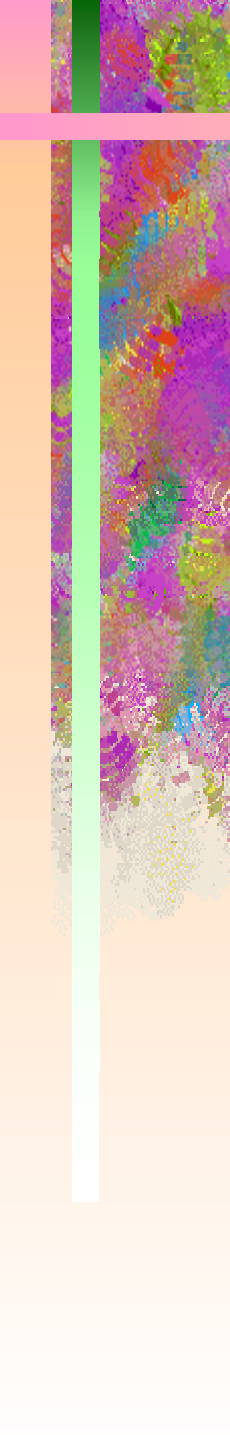
Application of Psychological Type Preferences to Communication In Horizontal Organizations

- **A Knowledge of My Psychological Type Preferences:**
 - **Gives Me a Language That is Inclusive and Empowering, Using Psychological Diversity as a Model for Valuing Other Diversities on the Team**
 - **Is Based on the Myers-Briggs Type Indicator, Which is Backed by Hundreds of Scientific Studies Over 40 Years and an International User's Organization**



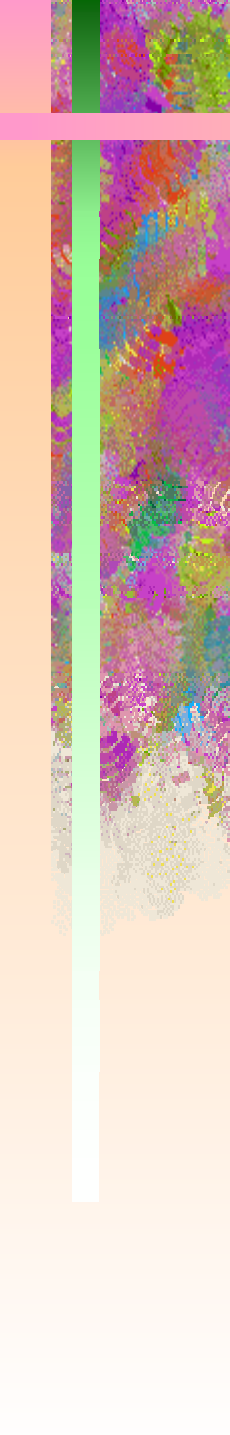
Extraversion In Communication

- **Energized by External Environment**
- **Initiate Contact, Often Think by Talking**
- **Engage in Order to Learn; Prefer Dialogue, Interaction, even Interruptions**
- **Often Speaks First at Meetings in Order to Engage the Topic**
- **May Make Decisions In and Through Conversation**



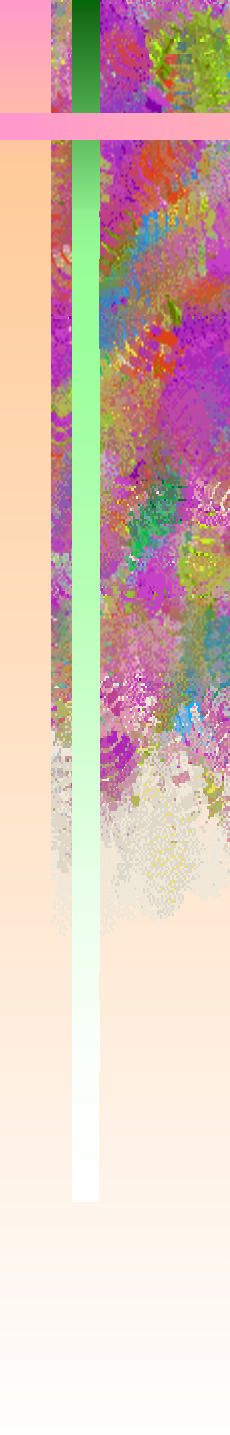
Extraversion In Communication (cont.)

- **Likes Contact Through Phone Calls, Updates, and Face-to-Face**
- **Often Prefers to Communicate By Talking; Expects to “Pitch” a Written Proposal**
- **Teamwork in Crisis Involves Immediate Interaction With Problem and With Other Team Members**
- **Needs Verbal Feedback to Feel Valued, Included**



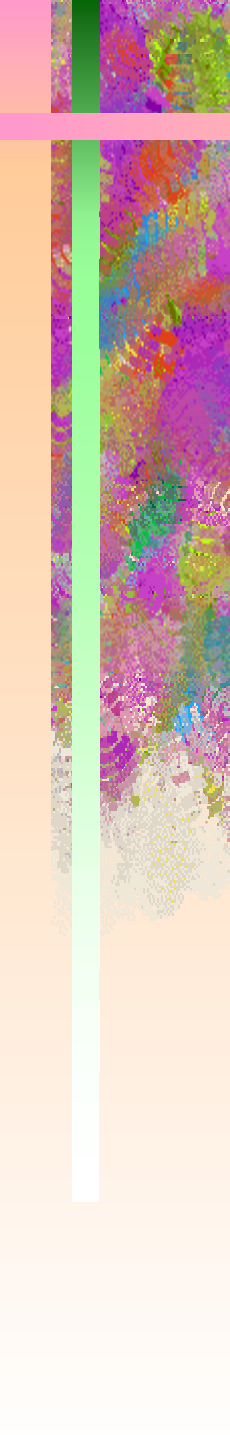
Introversion In Communication

- **Energized by Internal Focus, Concentration**
- **Think, Then Talk; Seek One-on-One Intensity**
- **Observe and Process Internally in Order to Learn; Desire Time and Space for Reflection Before Responding**



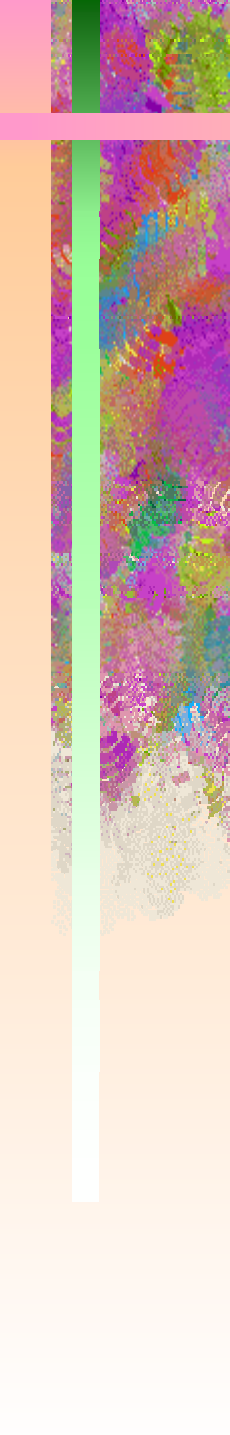
Introversion In Communication (cont.)

- **Often Quiet at First in Meetings; may Offer Summary Comment at End or Respond in Writing/E-mail Later**
- **Rarely Make Decisions About a New Topic in Conversation; Withdraw in Order to Decide First Internally**
- **Likes Work Environment That Permits Concentration; Stressed by Phone Interruptions, Open-door Policy**



Introversion In Communication (cont.)

- **Often Prefers To Communicate by Writing; Expects a Written Proposal to Stand Alone**
- **Teamwork in Crisis Often Involves Quiet Accessing of “Civil Defense” Plans Before Interacting With Problems Or Co-workers**
- **Needs Lead Time and Boundaries for concentration**



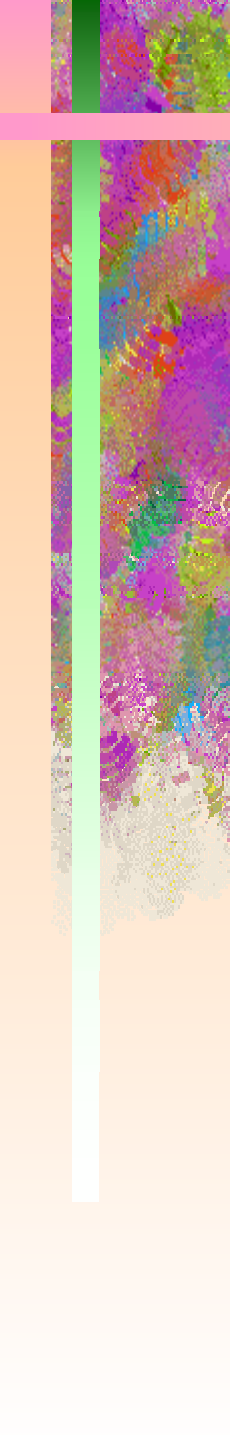
Sensing In Communication

- **Prefer Talking About Facts of Experience**
- **Want to Solve Today's Problems**
- **Stick to Practical Applications, Concrete Details**



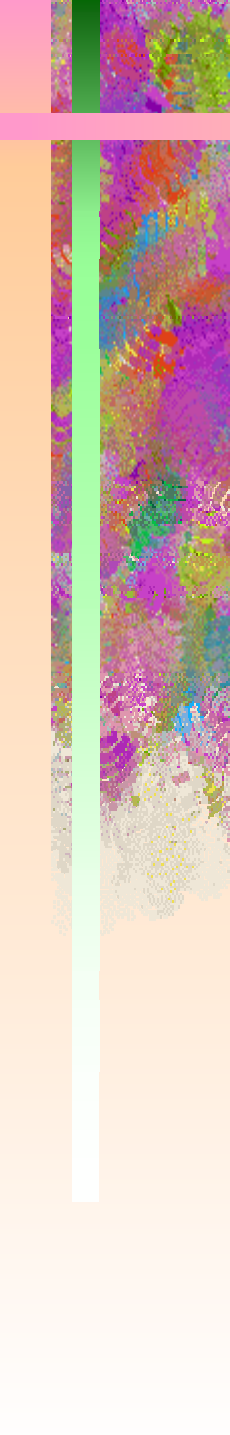
Sensing In Communication (cont.)

- **Like Examples, Step-by-Step Explanations**
- **Understand Task Exactly as Assigned;
“Bottom Line” Is Practical, the Next Step**
- **Stressed By Projects or Reorganizations
Based on Theory**



Intuition In Communication

- **Prefer Talking About What Facts Mean, How They Fit Into a Meaningful Context**
- **Want to Solve Tomorrow's Problems**
- **Pulled Toward Conceptual Overviews, Theories, Implications, Metaphors**



Intuition In Communication (cont.)

- **Like Linking Ideas; Learn By Insight, Patterns, Reconfiguring**
- **Understand Task as Part of a Larger Context; “Bottom Line” is Overall Concept That Guides Efforts**
- **Stressed by Routine Tasks Unconnected to Larger Purpose**

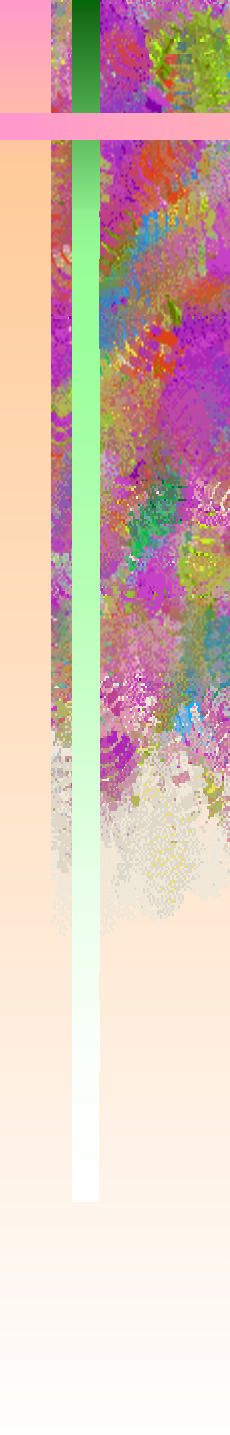
Thinking In Communication

- **Prefers Objective Logic in Making Decisions; Can be Blunt, to the Point, Critical**
- **Prefers Feedback to be Concise, Researched, Coolly Delivered, Objective**
- **Offended By Unfairness, Inconsistency, Faulty Premises, Thoughtlessness**



Thinking In Communication (cont.)

- **May Track Content Better Than Nonverbal Cues**
- **Emphasized in Male Language Training**
- **Teamwork Based on Task Definition, Member Competence, and Trust**

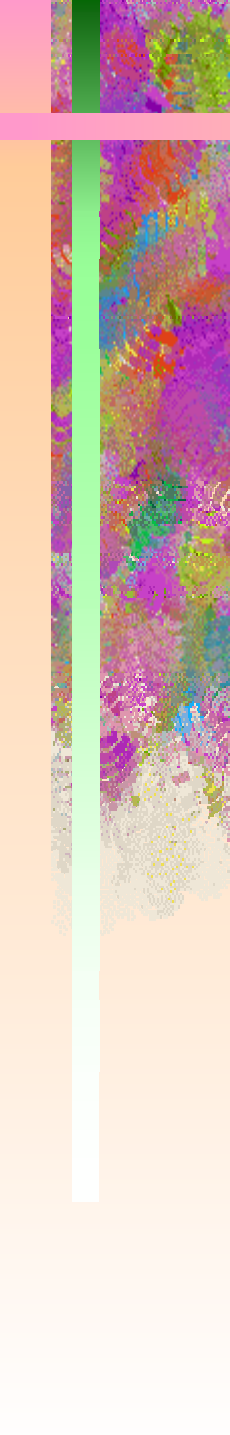


Feeling In Communication

- **Connects To Personal Values in Making Decisions; Seeks Agreement, Leads Through Consensus**
- **Prefers Interaction to be Inclusive and Appreciative; May Use “Small Talk” to Develop Relationship**
- **Offended by Exclusion, Insensitivity, Impersonal Treatment, Needless Conflict**

Feeling In Communication (cont.)

- **May Track Non-verbal Cues (Relationship Modifiers) More Than Content**
- **Emphasized in Female Language Training**
- **Teamwork Based on Personal Trust Level, Member Competence, and Task Definition**



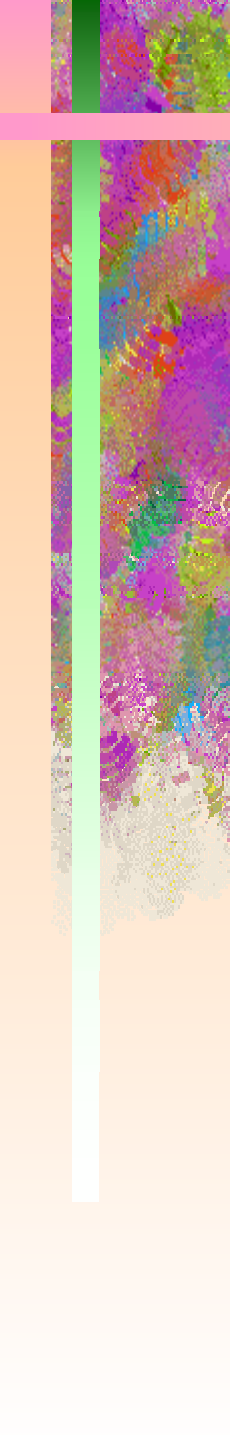
Judgment In Communication

- **Self-esteem Linked To Staying In Control and To Attainment of Goals**
- **First Discusses Deadlines, Goals, Purpose, Constraints; Then Discuss Process**
- **Needs Feedback About progress-To-Date Toward Goals**



Judgment In Communication (cont.)

- **Dislikes Surprises, Finishes One Idea Or Project Before Moving To Another**
- **Usually Speaks Declaratively; Ends With a Period.**



Perception In Communication

- **Sense of Well-being Linked To Options, Dealing Opportunistically With the Present**
- **First Discuss Options and Latest Information, Then Discuss Deadlines, Goals, Purposes**



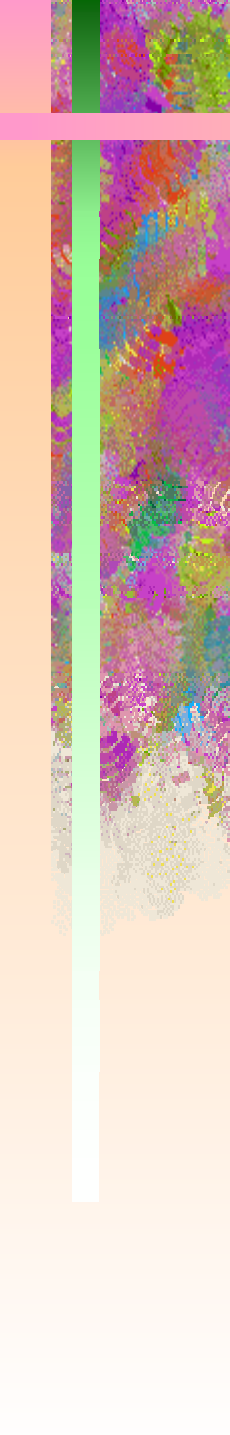
Perception In Communication (cont.)

- **Needs Freedom To Adapt and Improvise, Enjoying and Reacting To Alternatives**
- **Dislikes Micromanagement, Having To Finish a Project Before Beginning a New One**
- **Usually Speaks Provisionally; Ends With a Semicolon;**



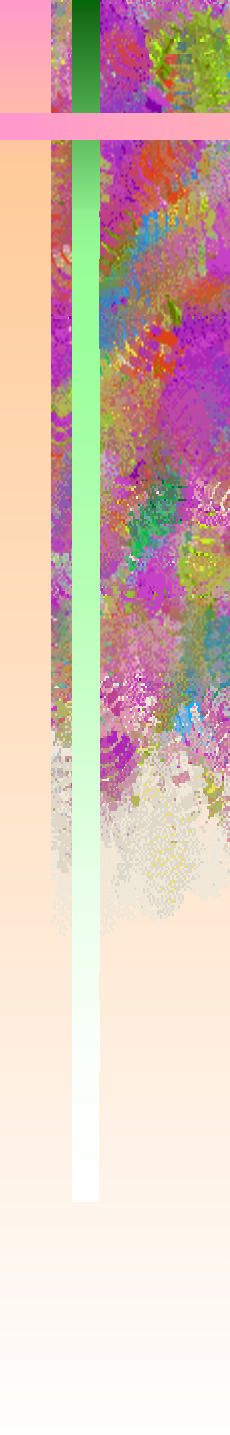
Using Psychological Type Preferences As a Tool

- **Rehearsing Our Communication According To the Eight Type Categories, Especially the Four Categories opposite Our Preferences, Will Optimize Connection and Impact**



Using Psychological Type Preferences As a Tool (cont.)

- **Do This by Writing Into Each Type Category “Box” an Expression of Your Ideas According to That Type Preference, Then Practice With Someone of opposite Type Your Communication According to Their Preference(s)**

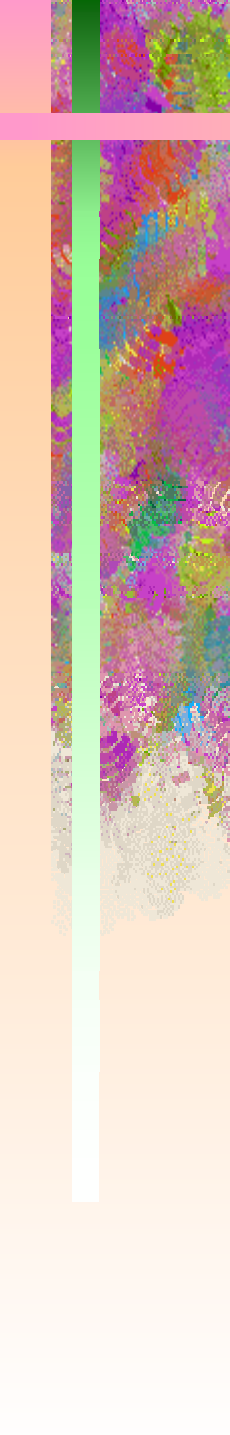


Using Psychological Type Preferences As a Tool (cont.)

- **This Rehearsal Aids In Constructing Speeches For a General Audience, In Proposal Writing, In Disseminating policy Within the Organization, In Contacts between Technical and Administrative Personnel**

Type Preference Communication

E	I	S	N
T	F	J	P



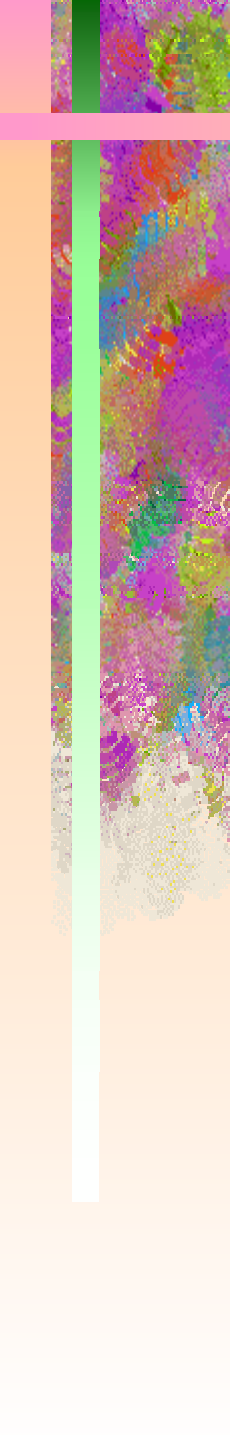
Understanding Type Preferences Optimizes Communication

- **Knowledge of Psychological Type Leads To Skillful Communication Between Persons Who Have One or More Opposite Preferences**
- **Knowledge of Psychological Type Can Personalize Other Training Such as Communication Effectiveness, Stress Management, Time Management, and Team Building**



Understanding Type Preferences Optimizes Communication (cont.)

- **Psychological Type Is Most Accurately Assessed Through Administration of the Myers-Briggs Type Indicator (MBTI)**
- **For More Information About the MBTI and psychological Type, Contact Consulting Psychologists Press, Inc., at 1-800-624-1765**



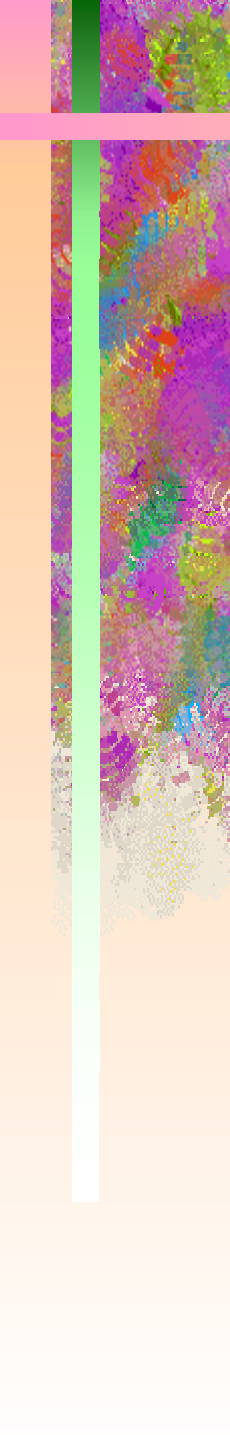
Factors in Communications

- **Personality Type**
- **Knowledge**
 - **Learnings**
 - **Power**
 - **Freedom**
- **Values**
 - **Priorities**
 - **Principles, Goals or Standards**



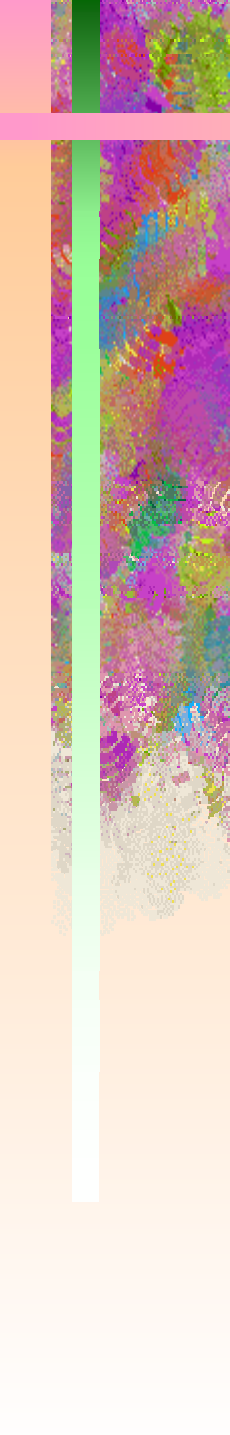
Knowledge

- **The Individual**
- **Knowledge and Skill Development**
- **Schema**
- **Linking Schema**



Value Types

- **Physical Need**
 - Food, Pleasure, Sex, Warmth, Shelter
- **Social Need**
 - Acceptance, Affirmation, Approval, Achievement
- **Personal Need**
 - Express Creative Insights, Be Oneself, Direct One's Life, Own One's Ideas and Enterprises
- **Communal Need**
 - Global Harmony, Nurturing Persons and Communities



Characteristics of Values

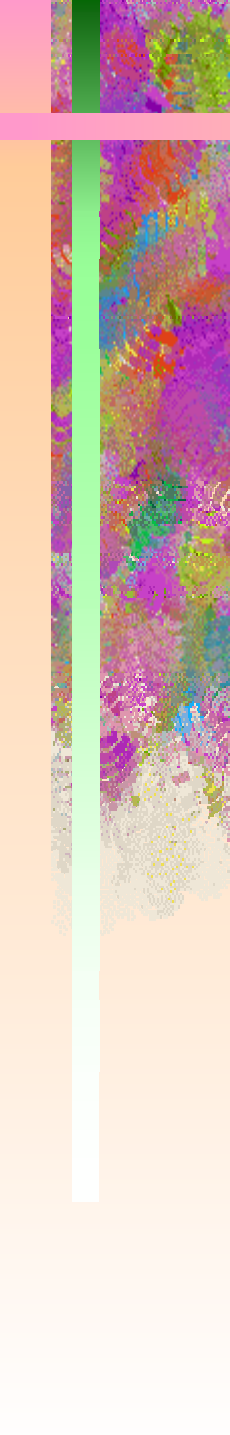
- **Chosen Priorities Acted Upon Daily in One's Life**
- **In Isolation Are Always Positive Entities**
- **In Clusters Can Enable or Retard Growth**
- **Can Be Specifically Identified in People's Language and Behavior**
- **Developed in Interaction With Other People and Things**

Communication : Knowledge and Values

Knowledge	Different			
	Shared			
	Same			
		Same	Shared	Different
		Values		

Communication : Knowledge and Values

Knowledge	Different	Zone 2	Zone 1	Zone 4
	Shared	Zone 3	Zone 1	Zone 4
	Same	Zone 3	Zone 3	Zone 4
		Same	Shared	Different
		Values		



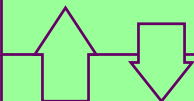
Zone 1 : The Sweet Spot

- **Build On What's Common**
- **Celebrate the Differences**
- **“Just Do It”**
- **Stay In Touch With the Market and Its Environment**
- **Tap Into Type “Synergy”**

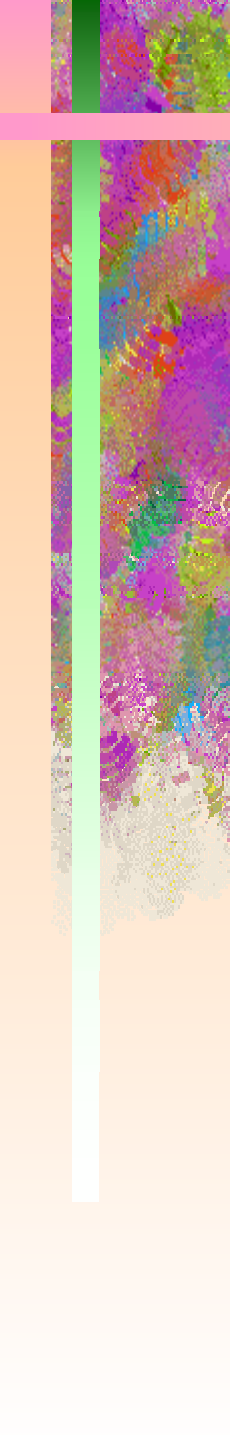
Communication : Knowledge and Values

Zone 1 Strategy

Knowledge	Different	Zone 2	Zone 1	Zone 4
	Shared	Zone 3	Zone 1	Zone 4
	Same	Zone 3	Zone 3	Zone 4
		Same	Shared	Different
		Values		



The diagram illustrates the Zone 1 Strategy matrix, which maps communication strategies based on Knowledge (rows) and Values (columns). The matrix is a 3x3 grid with cells labeled Zone 1, Zone 2, Zone 3, and Zone 4. The 'Zone 1' cells are located at (Different Knowledge, Shared Values) and (Shared Knowledge, Shared Values). Two arrows originate from the 'Zone 1' cell in the 'Shared Knowledge' row: one points up to the 'Zone 1' cell in the 'Different Knowledge' row, and the other points down to the 'Zone 1' cell in the 'Same Knowledge' row. This indicates a strategic focus or transition between these specific knowledge-value combinations.



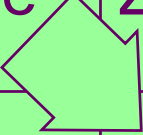
Zone 2 : The Comfortable Zone

- **Respect the Individual**
- **Build Shared Knowledge**
 - **Books/Articles**
 - **Seminars/Workshops**
 - **Education**
 - **Experience**
- **Be Aware of the Scotoma**
- **Increase Values and Type Diversity**
 - **Expand the Team**
 - **Build Strategic relationships**
 - **Use consultants**
- **Check Market Values**

Communication : Knowledge and Values

Zone 2 Strategy

Knowledge	Different	Zone 2	Zone 1	Zone 4
	Shared	Zone 3	Zone 1	Zone 4
	Same	Zone 3	Zone 3	Zone 4
		Same	Shared	Different
		Values		

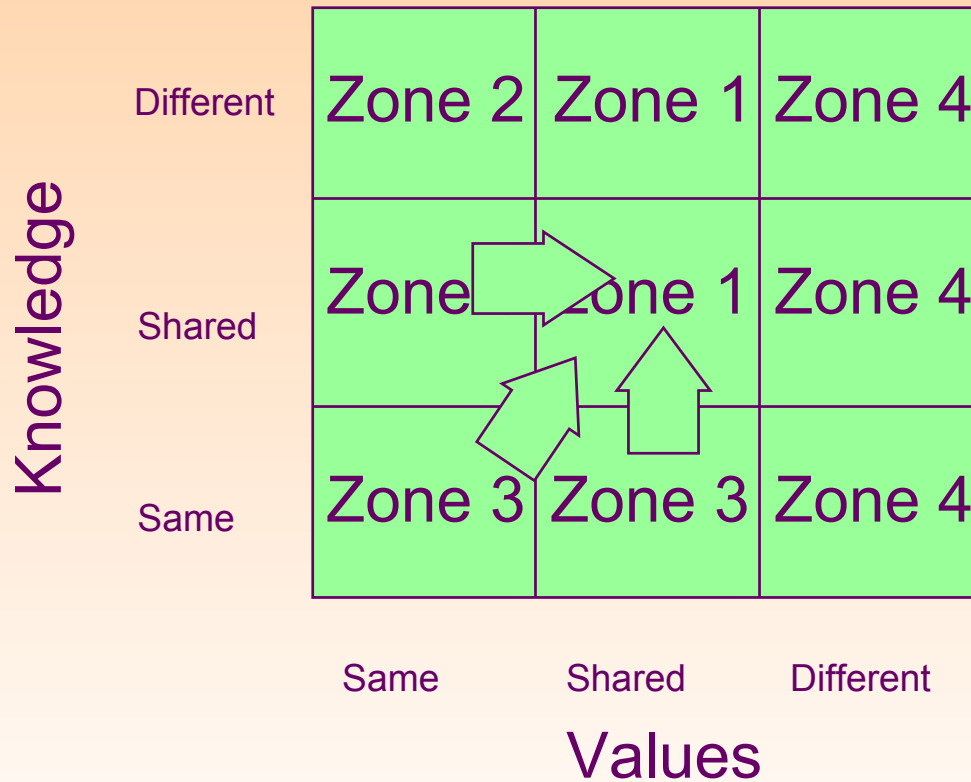


Zone 3 : The Complacent Place

- **Be Aware of the Dangers**
- **Determine the Market Opportunity/Threat**
 - **Requirements**
 - **Values**
- **Increase Values and Type Diversity**
- **Improve Knowledge Base**

Communication : Knowledge and Values

Zone 3 Strategy





Zone 4 : The Battle Ground

- **Find Similar Types and Build on Shared Values**
- **Determine the Market Values**
 - **Customer Needs**
 - **Technological Capability**
 - **Competitive Response**
- **Develop Market Values Internally**
 - **Education/Training**
 - **Communication**
 - **Incentives**
 - **Organizational Structure**
 - **Management Systems**
- **Check Market Requirements**

Communication : Knowledge and Values

Zone 4 Strategy

Knowledge		Different	Zone 2	Zone 4	Zone 4
		Shared	Zone 3	Zone 4	Zone 4
		Same	Zone 3	Zone 4	Zone 4
			Same	Shared	Different
			Values		



Summary : The Age of Interaction

- **Communication**
- **Conversation**



Glocal Vantage, Inc.

- **PO Box 26947**
- **Austin, TX 78755-0947**
- **(512) 302-1935**
- **info@glocalvantage.com**
- **www.glocalvantage.com**